Installation Management Agency (IMA)
IMA101: A brief review

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WHAT IS THE INSTALLATION MANAGEMENT AGENCY (IMA)?

- Activated: Oct. 1, 2002, as single organization to manage and standardize U.S. Army installations

- Purpose:
  - Provide Soldiers, their families and authorized civilians with quality, consistent services at installations
  - Relieve warfighters of installation-related tasks and enable them to focus on combat training
  - Support mission-readiness and execution

IMA

- Main headquarters: Arlington, VA.
- Regional offices: 7 worldwide

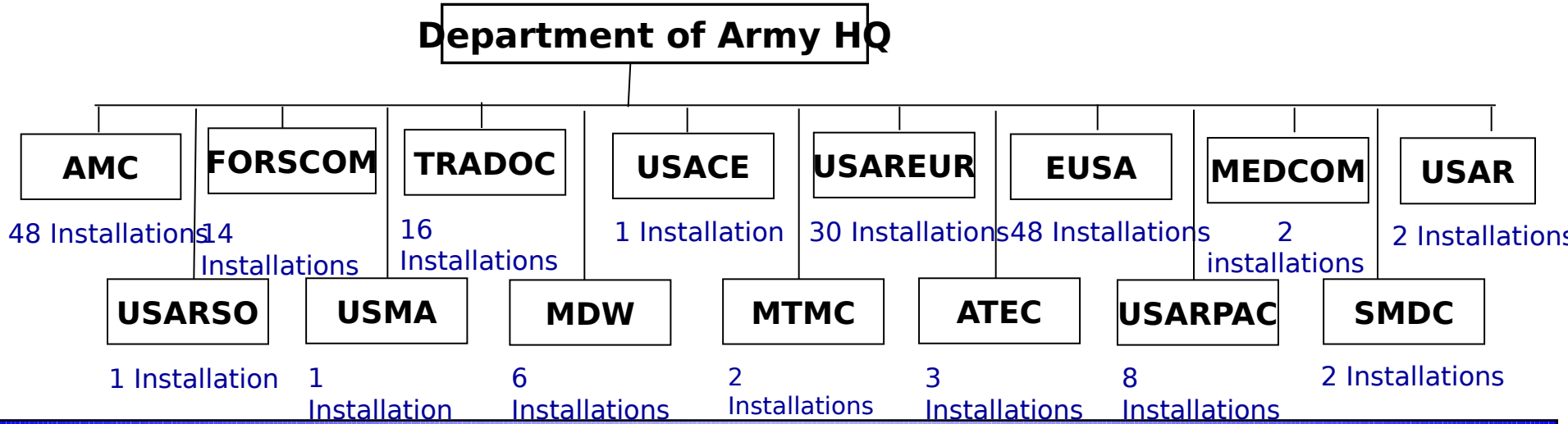
One organization.

- Army installations IMA manages: **116**
  (includes active, reserve and special installations)
- Workforce (military, civilian): About 75,000
- Budget: Approximately $8 billion

STRUCTURE BEFORE IMA

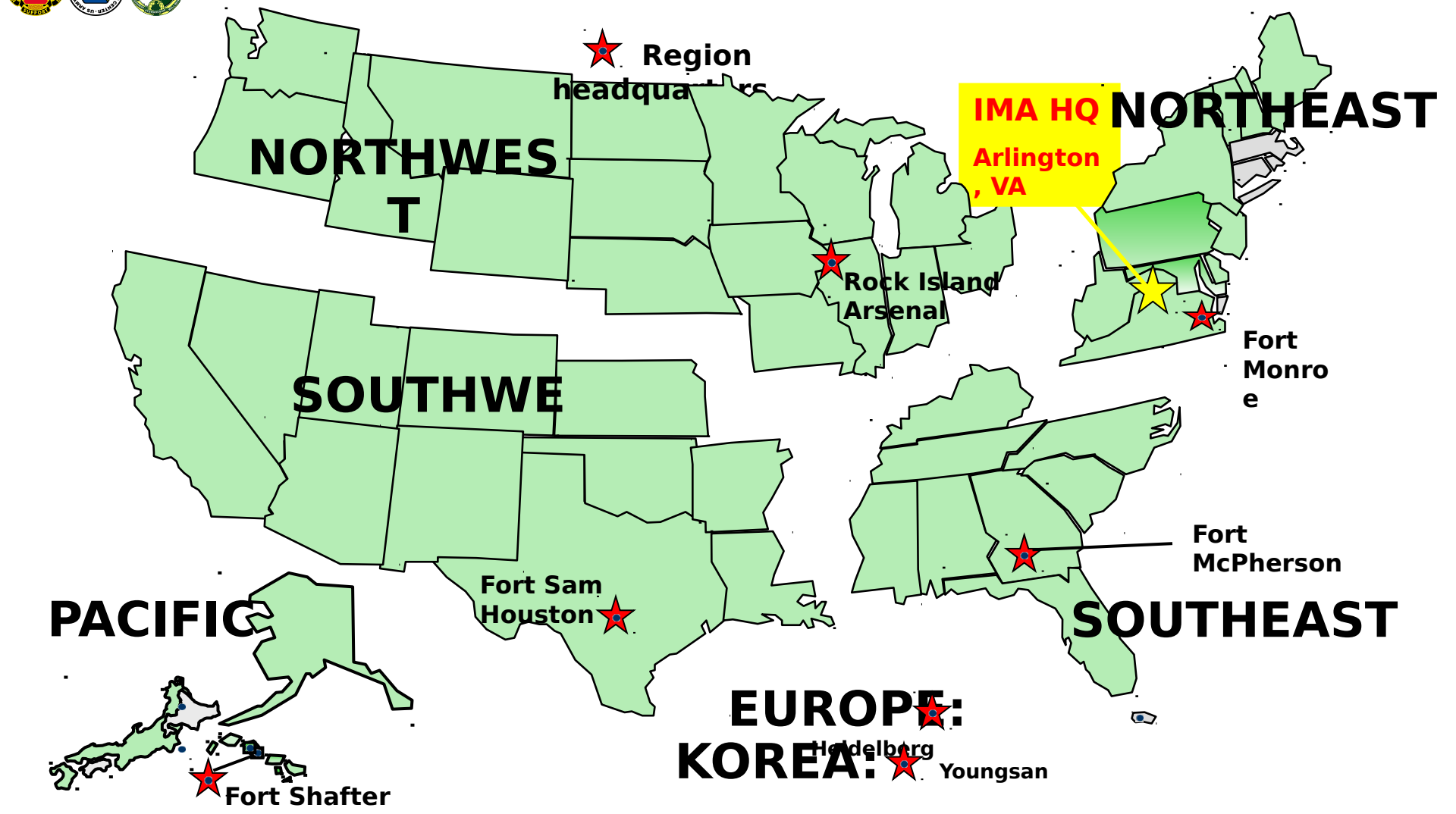
- Major commands managed all installations prior to IMA
  - Installation services not predictable for Soldiers, families
  - No set standards for installations
  - Installations were “haves” or “have nots”

- Structure **before** IMA’s implementation in October 2002:

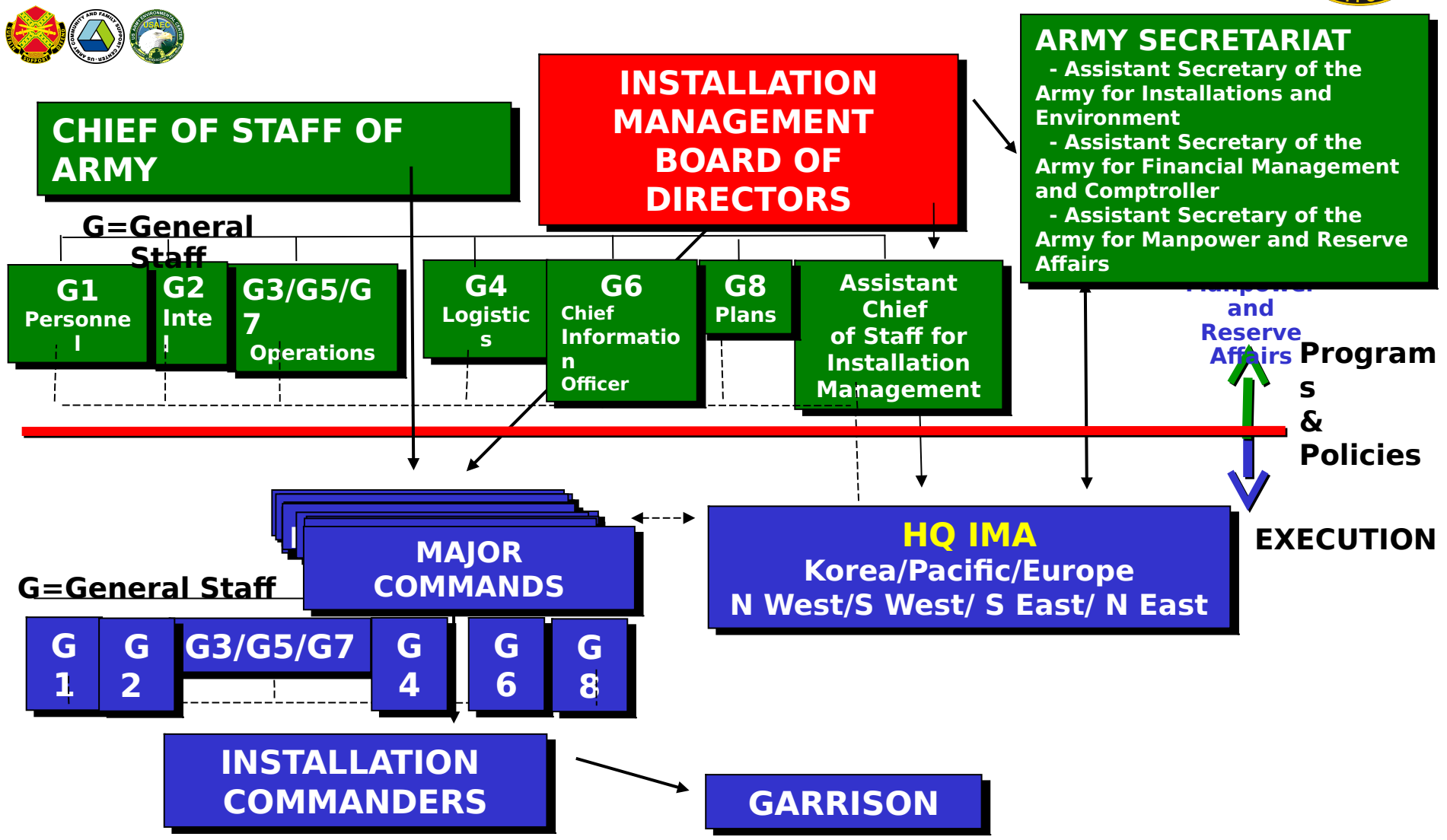


IMA TODAY: ONE ORGANIZATION

HEADQUARTERS: ARLINGTON, VA.



INSTALLATION MANAGEMENT RELATIONSHIPS



IMA'S KEY OBJECTIVES

- Provide equitable, effective, efficient management of Army installations
  - Support war fighter -- installations as flagships
  - Sustain well-being of Soldiers, family members, authorized civilians
  - Execute "Business Process Redesign" to maximize efficiency, effectiveness of services
  - Enable mission commanders and Soldiers to focus on war front
  - Assist Army transformation and the Army modular force
  - Improve the Army's aging infrastructure and preserve the environment
  - Communicate IMA goals to key constituencies within internal and external audiences; incorporate feedback from installations into conflict/resolution plans

THE WORKFORCE

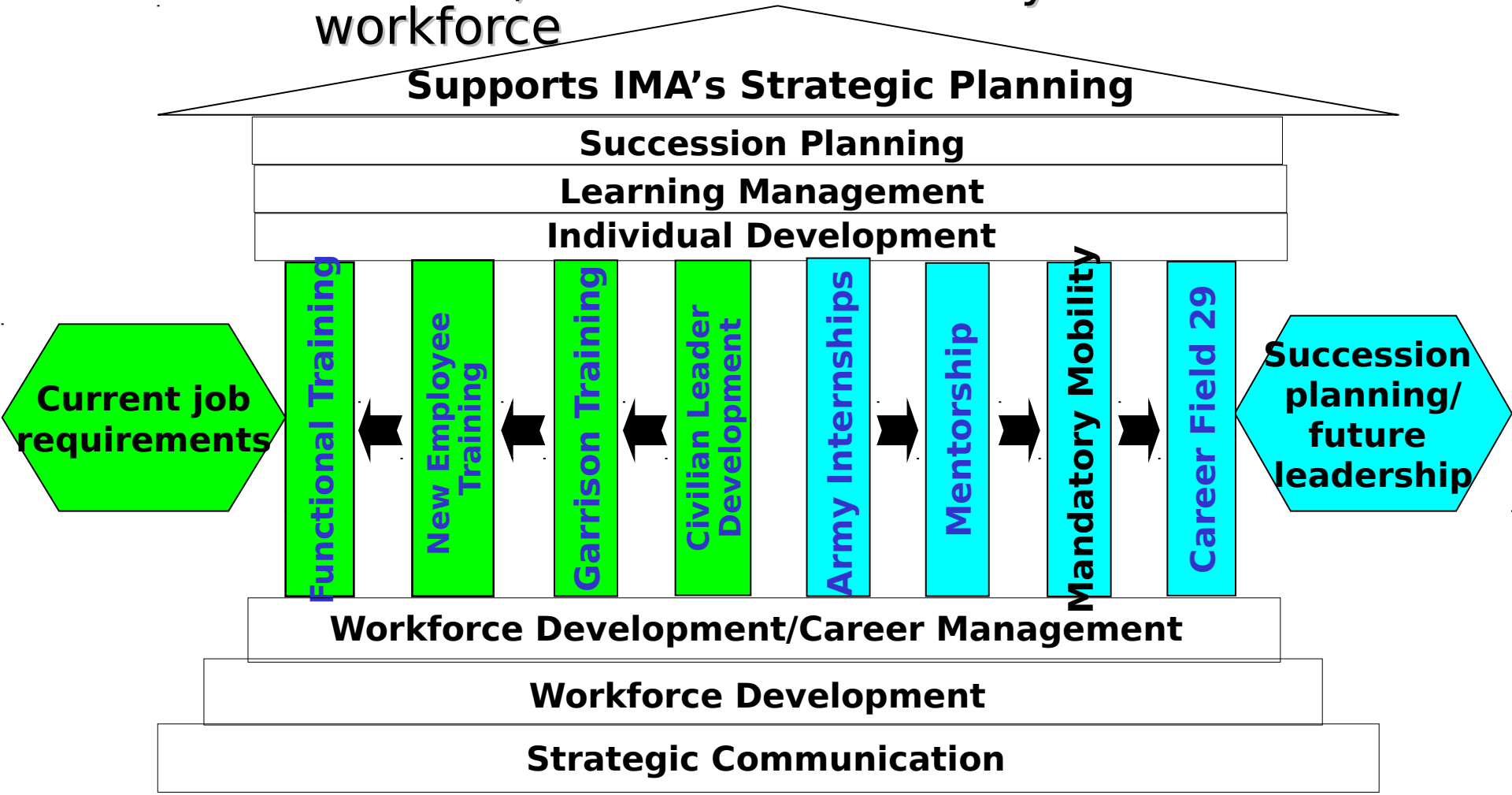
- About 75,000 workers, 256 geographical locations
- **Congressional-appropriated fund employees: 37,000**
  Occupations: 346+
  Career programs: 22
- **Military total: 3,124**
  COL Garrison Commanders: 51
  LTC Garrison Commanders: 28

(Military figures don't include data for Special Installations; Reserve Component Installations; and civilian-managed installations.)

- **Nonappropriated fund employees: 22,000**
  Morale, welfare,
- **Local national workers outside of continental US: 10,000**

WORKFORCE DEVELOPMENT PROGRAM

Trained, educated and ready workforce



Initiatives

THERE ARE SIX MAIN INITIATIVES FULFILLING IMA'S MISSION

Initiative 1:

Business Improvement – Lean Six Sigma

Business Improvement – Lean Six Sigma (BI-LSS)

- Lean Six Sigma is IMA's primary method of corporate business
  - Executive training complete
  - Garrison commanders trained
  - Identified business processes for improvement

- Way ahead
  - Training Greenbelts: Developing pool of Greenbelts at all IMA garrisons.
  - Additional Lean Six Sigma IMA training includes yellow belt, project sponsor and executive training.

Singular Agency Transformation Tool

Initiative 2:

Installation Design Standards (IDS)

INSTALLATION DESIGN STANDARDS (IDS)

- Purpose: Define standards for the following:
  - Site planning
  - Buildings, landscaping, utilities
  - Vehicular and pedestrian circulation
  - Force protection

- Effects:
  - Standardization and reliability
  - Cost-effectiveness and efficiency
  - Sense of community and sustainability

Initiative 3:

Common Levels of Support (CLS)

COMMON LEVELS OF SUPPORT (CLS)

- Purpose: Provide installations with standards and measures to ensure consistent, high quality services (49 services total)
- Benefits
  - **Quality:** Services performed with same degree of excellence across all installations
  - **Consistent:** Services consistent yet tailored to unique mission, geography or personal needs
  - **Predictable:** Regardless of where Soldier, family or authorized civilian is transferred, they can count on quality services
  - **Equitable:** Balanced funding to Army garrisons

CLS STRATEGY

- When the Army cannot fund 100% of a service we:
  - Fully fund the highest priority support programs within available funds
  - Inform Customers on the levels of support to be provided
- Provide definitive performance guidance to Garrisons for the execution of services based on available resources
- Support distribution of available resources among installations to execute the guidance
- Measure Garrison performance

WHAT WE DO – WE DO WELL!

SERVICE SUPPORT PROGRAMS (SSPs)

- Purpose: 332 Service Support Programs support installations' 49 main services

- Types of Service Support Programs:

  - Must fund SSPs (230 programs)
    - Required by law
    - Provide functions and skill sets for minimum level of service management
    - Yielding service failure if not provided

  - Other SSPs (102 programs)
    - Not required by law, but meet local needs

EXAMPLES OF SERVICES

- What IMA manages:
  - 583,000 family and single housing (examples: owned, leased, privatized)
  - 98,000 trainee barracks spaces (lodging not included)
  - 200,000 computer and phone customers (continental U.S.)
  - 646 recreational facilities, golf courses
  - 152 childcare development centers
  - 108 general libraries

Initiative 4:

Standard Garrison Organization (SGO)

STANDARD GARRISON ORGANIZATION (SGO)

- Purpose:
  - Provide garrison structure with consistent functions and processes across all installations
  - Provide common platform to deliver services with common standards

- Benefits:
  - Soldiers, families depend on similar garrison organizations and services at every base
    - Go to same office, installation to installation, for needed services
  - Army directs resources equitably across garrisons
  - Best business practices uniformly implemented as standard operation procedures

Initiative 5:

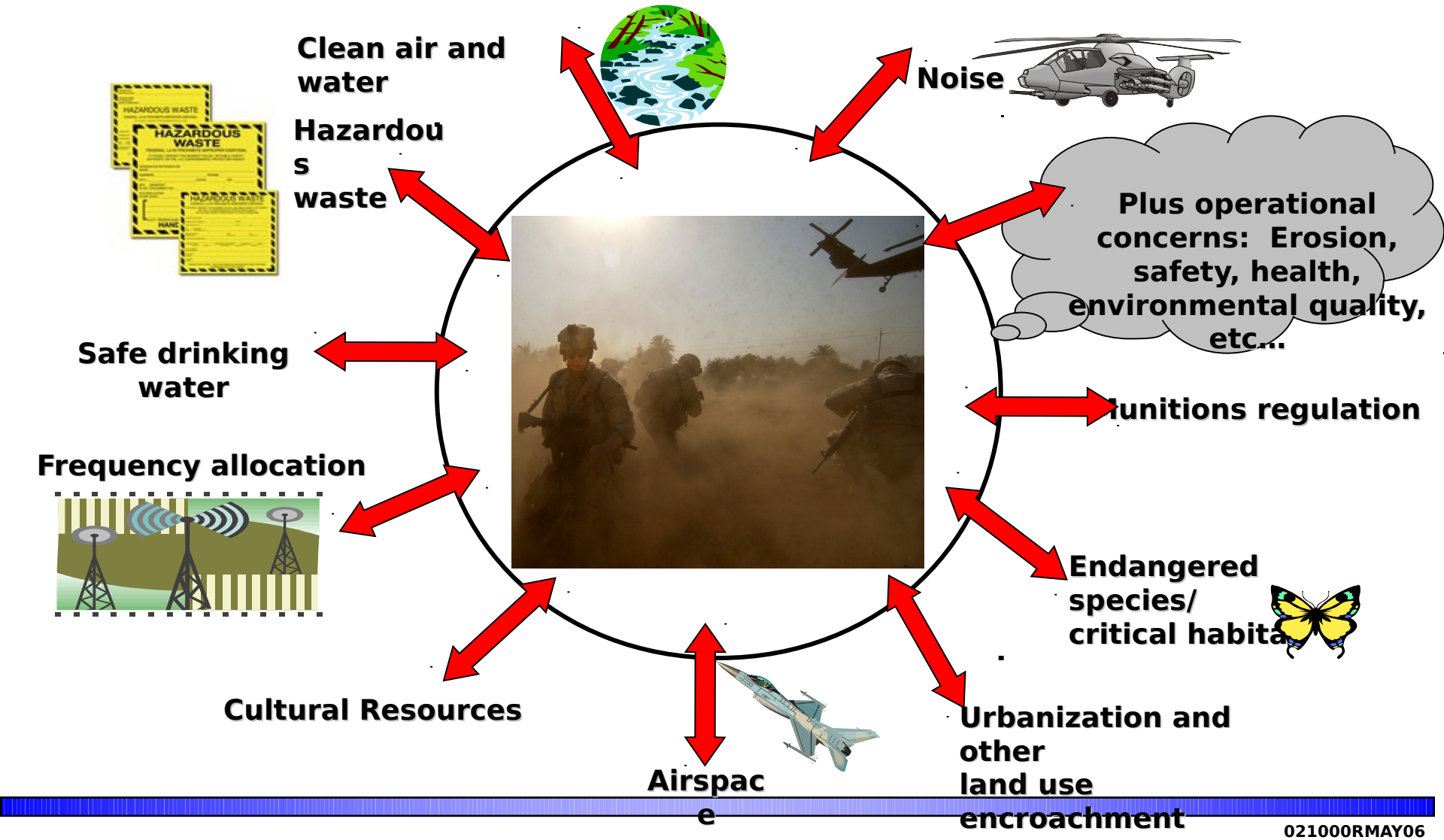
Environmental management

THE ENVIRONMENT

- Installations face considerable environmental pressure from internal operational forces, external forces, regulatory requirements, and urbanization around the installations

- Key topics:
  - Increasing environmental pressures on Army activities
  - Environmental responsibilities

THE ENVIRONMENT
INCREASING PRESSURES ON ARMY ACTIVITIES



ENVIRONMENTAL RESPONSIBILITIES

- Most Army environmental issues are on IMA's 116 installations (out of the Army's 179 installations)

- Responsibilities by the numbers:

	Total Army	IMA
Installations and facilities (includes Nat'l Guard/Reserve Centers)	4,000	116
Historic buildings	12,000	9,000
Endangered species	170	150
Environmental permits	2,500	2,000
Archeological sites	74,641	53,000
Cultural sites	36,000	20,000
Restoration sites	17,000	664

Note: Figures are estimates

Initiative 6:

Army Transformation

BASE REALIGNMENT AND CLOSURE (BRAC)

- **What is BRAC 2005?** A process to decrease excess infrastructure and realign/posture forces onto military installations that can best support the training and operational readiness of the Army

- IMA's function
  - Lead and manage the planning and execution of BRAC
  - Assist Major Commands in implementation
  - Develop implementation plans
  - Continue to manage Army Stationing during BRAC
  - Reorganize IMA into 2 Continental U.S. regions (East and West) during BRAC implementation for the Army
  - Realign IMA HQ to Fort Sam Houston in San Antonio, Texas

STATIONING

- Concurrent with fighting a Global War on Terrorism, the Army is undergoing a significant reorganization
- Overall impact:
  - Reconfiguring fighting forces into modularized rapid response units
  - Returning forces from Germany and Korea to the U.S.
  - Rebalancing the mix of active and reserve component units

INSTALLATIONS CRITICAL TO SUCCESS

- The readiness and quality of life for the Army is dependent on installations where:
  - Soldiers train for war
  - Soldiers and their families establish homes and live
  - Soldiers depart for and return from contingency operations

PRIORITIES

- Base Support Funding (Support shortfalls: Efficiencies & Economies of Scale; privatization; divestiture)
- GWOT support
  - Continued vigilance and investment to project power and support huge mobilization loads with “Flagship” installations
- Modularity
  - Quickly plan, budget, design, contract and construct/install modular facilities to support immediate transformation of Army warfighting units
- IGPBS
  - Integrated Global Presence and Basing Strategy – Prepare CONUS installations to receive up to 80k more Soldiers
- BRAC 2005: Execute BRAC law on time
- Medical holdovers
  - Potential for much greater demand on installations as more wounded return from Operation Iraq Freedom (OIF) and Operation Enduring Freedom (OEF)
- Initial entry training support
  - Preparing training base for 30k end-strength surge
- Uniform funding and management:
  - Transition MWR workforce to 100% NAF employees beginning 1 Oct 05

END OF BRIEF

NSTALLATION MANAGEMENT AGENC

"Sustain, Support and Defend"